

IOWA WORKFORCE DEVELOPMENT

2008-2011 Strategic Plan



Iowa Workforce Development 2008 - 2011 Strategic Plan

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Iowa Workforce Development 2008 - 2011 Strategic Plan

Guiding Statements

Our Mission

Iowa Workforce Development contributes to the economic security of Iowa's workers, businesses and communities through a comprehensive statewide system of employment services, education and regulation of health, safety and employment laws.

Our Vision

Lead Iowa's workforce by empowering workers and businesses to succeed in a dynamic global economy.

Our Guiding Principles

- We operate with personal, business and fiscal integrity.
- We respect - - our customers, partners, and employees.
- We believe in developing the potential of our employees.
- We provide compassionate, exemplary customer service.
- We make fact-based decisions.
- We value open and honest communication.
- We foster strong collaborative relationships with partners.
- We support a diverse workforce.
- We continually strive to improve processes and services.

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Top Strategic Goals (in priority order)

1. Ensure that Iowa has enough workers with the necessary skills to meet current and future workforce needs.
2. Develop and enrich the skills, talents and diversity of IWD's current and future workforce to fulfill the agency's mission.
3. Create a performance-based framework within IWD that ensures the efficient delivery of value-added services.
4. Enhance the value of IWD to the state's workforce and economy by providing a system of efficient, effective and open communication between the public, stakeholders and IWD employees.
5. Successfully fund a comprehensive system of workforce development programs in a fiscally responsible manner to meet public demand.

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Roll-Out Strategic Plan

Actions	Person(s) Responsible	Due By
Send 1 st draft to <u>Director and Facilitator</u>	Strategic Planning Session Scribe	12/06/07
Share 1 st draft with strategic planning team for feedback and input	Director	12/07/07
Identify Strategic Goal Team members and share assignments with staff	Director/Team Leads	12/14/07
With Strategic Goal Teams, identify changes or additions to strategies. Discuss with <u>Director</u> , send changes to <u>Lisa</u> , who will forward changes to <u>Facilitator</u> .	Team Leads	12/31/07
Make changes to 1 st draft	Lisa	1/4/08
2 nd draft to <u>Director and Facilitator</u>	Lisa	1/6/08
Strategic Goal Teams meet to finalize their action plan with: steps, timelines, person(s) responsible and resources. Discuss with <u>Director</u> . Send action plan to <u>Lisa</u> .	Team Leads	1/18/08
Final strategic plan with action plans sent to <u>Director</u> for final approval	Lisa	1/23/08
Present strategic plan to State Workforce board	Director	1/25/08
<u>Director</u> communicates plan	Director	1/26/08

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Goal 1

Lead: Tony Dietsch

Team: Elisabeth Buck, Dan Anderson, Wendy Mihm-Herold, Barbara Bobb,
Lori Adams, Paulette Day, Ellen Fritz, Kristi Judkins

Ensure that Iowa has enough workers with the necessary skills to meet current and future workforce needs.

Strategies	Actions	Person(s) Responsible	Due By
1. Identify and expand targeted training opportunities that reflect State and regional demands for workforce skills.	a. Identify demand occupations by region and regularly share the information with job seekers, workforce partners, economic developers, and training entities.	a. Donna Burkett (develop and disseminate) and IWD Local Managers (disseminate)	a. 9/1/08 and update by 9-1-10
	b. On-going development of workshops, training opportunities, and projects that promote soft skill development, such as Workplace Essentials and Iowa Advantage.	b. Lori Adams	b. 7/1/08
	c. Establish and expand work skills assessment and certification programs and processes.	c. Lori Adams and IWD Local Managers	c. 1/1/09
	d. Identify resources and methods, including distance learning and short-term opportunities, to expand job specific training programs, and funding to allow more individuals to increase their work skills.	d. Tony Dietsch and Division of Workforce Center Admin.	d. 1/1/09 and beyond

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| e. Partner with IDED/ABI in marketing advanced manufacturing, information technology, and life science occupations. | e. Lori Adams, Field Operations Bureau, Partner Agencies and IWD Communications | e. On-going |
| f. Develop and initiate activities to provide information to K-12 institutions and students on careers in Iowa's current and future economy. | f. Donna Burkett, IWD Local Managers and Business Service Representatives | f. 9/1/08 |
| g. Identify resources that promote the local development of innovative training programs and best practices. | g. IWD Upper Administration and "Grant Officer" | g. On-going |

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| 2. Ensure that the size of Iowa's workforce is adequate to support and grow our current and future economy. | a. Expand the reach of screen-scraping, the use of "auto-coders," and other methods of marketing and promoting the availability of high-skill, high-wage jobs in Iowa, both to businesses and job seekers. | a. Lori Adams and Field Operations Bureau, Communications | a. Current and on-going |
| | b. Develop work relationships with all post-secondary institutions in Iowa and surrounding states to promote job opportunities in Iowa directly to their students and graduates. | b. Lori Adams, Paulette Day, Local Managers | b. 1/1/09 |
| | c. Outreach to military families on Iowa opportunities. | c. Veterans Program Coordinator | c. 9/1/08 |

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| <p>d. Develop programs to quickly and successfully engage under-utilized populations in the workplace. For example: ex-offenders, older workers, individuals with disabilities, minority youth.</p> <p>e. Expand the availability of New Iowan Center services throughout the State.</p> <p>f. Expand worker recruitment efforts outside the State, both through IWD initiatives and in coordination with IDED activities.</p> | <p>d. Tony Dietsch, Barbara Bobb, and Targeted Services Bureau</p> <p>e. Barbara Bobb, Venus Vendoures-Walsh, and Marco Adasme</p> <p>f. IWD Administration, Division of Workforce Center Administration</p> | <p>d. Current and on-going</p> <p>e. Current and on-going</p> <p>f. Current and on-going</p> |
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| <p>3. Lead and guide Iowa's employment and training system to provide quality services to our workforce and to our businesses.</p> | <p>a. Establish operational guidelines for One-Stop Centers in order to promote strong local partnerships and consistent, effective services.</p> <p>b. Expand I-Works electronic tracking and case management system to encompass all major employment and training programs operated by or through IWD.</p> <p>c. Provide annual training opportunities to all Regional Workforce Investment Boards (RWIBS).</p> <p>d. Establish policies which require RWIBs to engage independent staff to assist the board in its planning and oversight</p> | <p>a. IWD Administration, Tony Dietsch, State Workforce Board</p> <p>b. Tony Dietsch and Information Technology Bureau</p> <p>c. Barbara Bobb, Carol Paulus</p> <p>d. IWD Administration, Tony Dietsch, State Workforce Board</p> | <p>a. 1/1/09</p> <p>b. 7/1/08 and beyond</p> <p>c. Current and on-going</p> <p>d. 1/1/09</p> |
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responsibilities.

e. Provide State technical assistance and State-directed opportunities to promote regional economic development activities, including multi-regional and inter-State initiatives.

e. IWD Administration,
Division of Workforce
Center Administration

e. Current and
on-going

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Goal 2

Lead: Joe Walsh

Team: Barb Tapscott, Jon Nelson, Harvey Andrews, Kelly Frederickson,
Eileen LeMay, Erich Grubert, Deb Ostrem, Steve Hampton, Cheri Downey

Develop and enrich the skills, talents and diversity of IWD's current and future workforce to fulfill the agency's mission.

Strategies	Actions	Person(s) Responsible	Due By
1. Strategically enhance the growth and learning of managers and employees.	a. Appoint a Professional Development Committee to study the training needs of the agency, focusing upon the following action steps: (1) Develop a training needs assessment to identify professional development requirements to meet agency goals. (2) Develop and offer training based upon the needs assessment. (3) Create a mentoring program for managers and employees to ensure their professional development and future success.	a. Buck, Walsh	a. 05/01/08
2. Recruit, hire and retain diverse talent.	a. Identify and clearly communicate IWD's hiring practices.	a. Jon Nelson	a. 02/15/08

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| <ul style="list-style-type: none"> b. Develop a contact list that would be inclusive of recruitment sources such as: institutions of higher education, churches and community organizations for a reference source for hiring managers. | <ul style="list-style-type: none"> b. Harvey Andrews | <ul style="list-style-type: none"> b. 07/01/08 |
| <ul style="list-style-type: none"> c. Establish a single source phone number for recruitment. | <ul style="list-style-type: none"> c. Harvey Andrews | <ul style="list-style-type: none"> c. 05/15/08 |
| <ul style="list-style-type: none"> d. Develop a recruitment plan in conjunction with DAS. | <ul style="list-style-type: none"> d. Joe Walsh | <ul style="list-style-type: none"> d. 05/15/08 |
| <ul style="list-style-type: none"> e. Review the exit interview process to ensure that the Director and appropriate managers are aware of the feedback contained therein. | <ul style="list-style-type: none"> e. Joe Walsh | <ul style="list-style-type: none"> e. 06/01/08 |
| <ul style="list-style-type: none"> f. Research best practices to encourage diversity appreciation among staff and managers, including the creation of a Diversity Committee. | <ul style="list-style-type: none"> f. Diversity Committee.
Buck, Walsh | <ul style="list-style-type: none"> f. 06/01/08 |

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| <ul style="list-style-type: none"> 3. Create a customer-focused culture of continuous improvement and employee engagement. | <ul style="list-style-type: none"> a. Review the employee evaluation process and develop concrete methods to improve employee engagement. | <ul style="list-style-type: none"> a. Jon Nelson | <ul style="list-style-type: none"> a. 07/01/08 |
| | <ul style="list-style-type: none"> b. Establish a reward/ recognition system. | <ul style="list-style-type: none"> b. Jon Nelson, HR Team | <ul style="list-style-type: none"> b. 08/01/08 |
| | <ul style="list-style-type: none"> c. Educate leadership in regard to the value of employee engagement. | <ul style="list-style-type: none"> c. Jon Nelson, Joe Walsh, HR Team | <ul style="list-style-type: none"> c. 08/01/28 |

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	d. Work with staff to identify and recognize and remove or diminish barriers to the delivery of excellent customer service.	d. Joe Walsh	d. 05/01/08
	e. Develop mechanisms to obtain accurate customer feedback.	e. Joe Walsh	e. 04/01/08
4. Develop and implement a succession planning process.	Appoint a Succession Planning Committee to work with DAS and make specific succession-planning recommendations to the Director that are in compliance with the Collective Bargaining Agreement.	Buck, Walsh	04/01/08

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Goal 3

Lead: LeLoie Dutemple

Team: Deb Babb, RJ Hellstern, Gary Lange, Todd McGee, Joe Mowers,
Dave Neil, Dennis Schwartz, Karen von Behren, Lori Wirtz

Create a performance-based framework within IWD that ensures the efficient delivery of value-added services.

Strategies	Actions	Person(s) Responsible	Due By
1. Continuously improve services to meet internal and external customer needs by providing the efficient delivery of value added services	a. Review, prioritize and implement efficiencies based on agency priorities	a. Joe Mowers	a. Ongoing
	(1) Implement strategic plan in a way that ensures management and employee buy in	(1) Joe Mowers	(1) Ongoing
	i. Ensure collaboration throughout divisions on strategic plan	i. Joe Mowers	i. Ongoing
	ii. Refine strategic plan and develop corresponding one-year action plans (also known as Policy Deployment)	ii. Joe Mowers & Strategic Planning Team Members	ii. 6/2/08
	iii. Provide monthly status updates to management team on action plans	iii. Team Leaders	iii. Monthly
	iv. Ensure relevant and timely communication to all employees, boards, and other key stakeholders on current status	iv. Joe Mowers & Kerry Koonce	iv. Monthly
	(2) Hold at a minimum 6 Business Process Improvement and/or Kaizen events annually	(2) Dennis Schwartz	(2) Ongoing

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b. Automate programs and services to meet external and internal customer needs while maintaining or improving the level of integrity of the program and/or service	b. RJ Hellstern	b. Ongoing
(1) Utilize National Directory of New Hires (NDNH) to identify fraudulent UI payments	(1) RJ Hellstern & LeLoie Dutemple	(1) 6/30/08
(2) Integrate I-Works and UI Application	(2) RJ Hellstern & LeLoie Dutemple	(2) 6/30/10
(3) Integrate Auto Coder into UI Web application	(3) RJ Hellstern, LeLoie Dutemple & Tony Dietsch	(3) 6/30/08
(4) Minimize need for employees' intervention in self-service applications	(4) RJ Hellstern & LeLoie Dutemple	(4) Ongoing
(5) Implement debit cards for UI benefits	(5) RJ Hellstern & LeLoie Dutemple	(5) 8/29/08
(6) Put IT staff on call 24/7	(6) RJ Hellstern	(6) 7/1/08
(7) Improve reliability/availability/ accessibility of technology network	(7) RJ Hellstern	(7) Ongoing
(8) Develop and implement a new UI Tax system	(8) RJ Hellstern & LeLoie Dutemple	(8) 12/31/09
(9) Workers Compensation System Automation and Electronic Record Keeping	(9) RJ Hellstern & Chris Godfrey	(9) 6/30/09
(10) Boiler and Elevator importing from the field	(10) RJ Hellstern & Dave Neil	(10) 6/30/09
(11) IWORKS WIA and TAA rewrite	(11) RJ Hellstern & Tony Dietsch	(11) 6/30/08
c. Develop and staff a fully functional Information Technology project office	c. RJ Hellstern	c. 7/1/08

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2. Continuously improve services to meet internal and external customer needs by providing a process to monitor and account for performance of employees and programs	a. Develop and implement a performance measurement system	a. Joe Mowers	b. Ongoing
	(1) Identify key performance indicators	(1) Joe Mowers & Division Administrators	(1) 4/30/08
	(2) Training and implementation of business intelligence software	(2) RJ Hellstern, Joe Mowers & Users Group	(2) 6/30/08
	(3) Create a reporting mechanism	(3) Joe Mowers & RJ Hellstern	(3) 12/31/10
	i. Research and implement a visual representation, i.e. dashboard	i. Joe Mowers, Paula Nissen, Dave Neil	i. 1/1/09
	ii. Research and implement a data warehouse	ii. RJ Hellstern	ii. 12/31/10

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Goal 4

Lead: Kerry Koonce

Team: Brenda Dodge, Steve Anderson, Tom Carnahan, Brandi Glasnap,
Paula Nissen, Lindy Peterson, Liz Pruisner

Enhance the value of IWD to the state's workforce and economy by providing a system of efficient, effective and open communication between the public, stakeholders and IWD employees.

Strategies	Actions	Person(s) Responsible	Due By
1. Establish collaborative workplace communication for improved service delivery.	a. Develop an internal communications plan.		
	(1) Original Draft	(1) Kerry Koonce	(1) 04/01/08
	(2) Review & Changes Complete	(2) Goal 4 Team	(2) 04/15/08
	(3) Agency Roll-Out	(3) Director Buck & K. Koonce	(3) 05/01/08
	b. Develop an internal portal to place information updates, FAQ's, Program Changes, etc.		
	(4) Contact PIO's for Best Practices	(4) Kerry Koonce	(4) 02/01/08
	(5) Design template of included information	(5) Goal 4 Team	(5) 06/15/08
	(6) Portal redesign complete	(6) Martin Moen & K. Koonce	(6) 12/01/08
	(7) Training guide complete	(7) M. Moen & K. Koonce	(7) 12/01/08

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(8) All staff roll-out.	(8) Director Buck & Kerry Koonce	(8) 12/15/08
c. Retool the employee suggestion site and develop a recognition tool for suggestions that are implemented.		
(9) Contact PIO's for Best Practices.	(9) Kerry Koonce	(9) 02/01/08
(10) Design look & feel	(10) Goal 4 Team	(10) 06/15/08
(11) Design recognition program for suggestions that are implemented.	(11) Goal 4 Team	(11) 10/01/08
(12) Suggestion sites complete.	(12) Martin Moen & Kerry Koonce	(12) 12/01/08
(13) System roll-out.	(13) Director Buck & Communication's Team	(13) 12/15/08
d. Develop an internal, comprehensive contact list (database) with program name, description and a contact.		
(14) Contact divisions for appropriate information	(14) Paula Nissen	(14) 02/01/08
(15) Review collected information and fill in gaps.	(15) Goal 4 Team	(15) 02/15/08
(16) Complete list and post electronically for all staff use.	(16) Paula Nissen & Kerry Koonce	(16) 03/15/08

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| e. Educate employees on other agency areas in a fun and interactive way. | | |
| (17) Develop program set-up, application process and selection process. Develop implementation time-frame. | (17) Brenda Dodge, Brandie Glasnapp, Lindy Peterson | (17) 07/01/08 |
| (18) Develop a PowerPoint version of IWD 101. Can be used in employee orientation and staff trainings. | (18) Kerry Koonce | (18) 07/01/08 |

2. Develop a systemic approach to consistent customer communication.

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| a. Designate a bureau point of contact that is responsible for providing program/service updates on the new internal portal. | | |
| (1) Collect contact information; incorporate with agency program contact list. | (1) Paula Nissen | (1) 03/15/08 |
| b. Identify all materials given to customers and their creation point. | | |
| (2) Collect publications, forms & letters from the field offices. | (2) Brenda Dodge | (2) 05/01/08 |
| (3) Collect publications, forms & letters from administration. | (3) Kerry Koonce | (3) 05/01/08 |
| (4) Review available materials. | (4) Kerry Koonce, Brenda Dodge, Steve Andersen, Tom Carnahan | (4) 08/01/08 |
| (5) Make recommendations on consistency, appropriate pieces to keep, etc. | (5) Review Team | (5) 08/15/08 |

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| (6) Implement final decision. | (6) Director Buck & Kerry Koonce | (6) 09/15/08 |
| c. Move all copies of electronic forms from Lotus Notes repository to SharePoint. | | |
| (7) Complete transfer after redesigned portal is operational. | (7) Sheryl Kelce & Kerry Koonce | (7) 03/01/09 |

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| 3. Increase promotion and utilization of multiple IWD programs and services. | a. Develop an external communications plan | a. Kerry Koonce | a. 04/01/08 |
| | b. Develop a customer email distribution list for promoting the agency. | | |
| | (1) This requires additional assistance from IT and potentially a CRM system purchase. | (1) Goal 4 Team, IT, Field Managers, Bureau Chiefs, etc. | (1) FY 2009 |
| | (2) Develop the layout of a newsletter. | (2) Kerry Koonce | (2) 10/01/08 |
| | (3) Design approval | (3) Director Buck | (3) 11/01/08 |
| | (4) Launch the electronic newsletter | (4) Kerry Koonce | (4) 01/01/09 |
| | c. When businesses register as a new employer with UI Tax, do a reverse promotional mailing promoting IWD's other services. | | |
| | (5) Design the promotional elements. | (5) Kerry Koonce & Brandie Glasnapp | (5) 07/01/08 |

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(6) Approve design.	(6) Director Buck	
(7) Coordinate monthly mailings.	(7) UI Tax & Customer Service Team	(6) 08/01/08 (7) 09/01/08
d. IWD Fair		
(8) Host a minimum of one IWD Fair in each region during FY2009.	(8) IWD Regional Managers	(8) FY2009
e. Conduct BSR (Business Service Representative) Summit		
(9) Develop a planning team to coordinate the Summit.	(9) Steve Andersen, Brenda Dodge, Tom Carnahan, Lori Adams, Kerry Koonce.	(9) 10/1/08
(10) Hold the BSR Summit in Des Moines clearly identifying the role and requirements of BSR's in the field.	(10) Planning Team & BSR's	(10) April 2009
(11) Identify requirements to the position.	(11) Tom Carnahan, Brenda Dodge, Steve Andersen	(11) 03/01/09
(12) Approval of requirements.	(12) Lori Adams, Tony Dietsch	(12) 04/01/09
(13) Implement the requirements.	(13) Lori Adams, Tony Dietsch	(13) 07/01/09
f. Marketing		
(14) Complete research on a cost neutral advertising and marketing campaign.	(14) Kerry Koonce, Director Buck, other members as appropriate	(14) 06/01/08

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(15) Implement cost neutral opportunities that are beneficial to the agency.	(15) Director Buck, Kerry Koonce	(15)07/01/08
(16) Develop an advertising plan utilizing all media avenues supported by an agency advertising budget.	(16) Kerry Koonce	(16)01/15/09
(17) Approve media plan.	(17) Director Buck	
(18) Implement full media plan.	(18) Communications Bureau	(17)04/01/09 (18)07/01/09

4. Ensure IWD's services and products are valued by external stakeholders.

a. Update IWD Web site.

(1) Design framework of new agency site.	(1) Web site redesign team	(1) 10/01/08
(2) Approve redesigned site.	(2) Director Buck & IWD Leadership	(2) 11/01/08
(3) Launch New Site.	(3) Communications Bureau	(3) 12/01/08

b. Develop a legislative/elected officials communications plan.

(4) Develop FY2010 (07/01/09 – 06/30/10) Legislative Package	(4) IWD Leadership, IWD Board and stakeholders	(4) 08/01/08
(5) Develop communications tools, white papers, handouts, etc. on legislative package.	(5) Director Buck, Deputy Director Walsh, Joe Mowers, Kerry Koonce	(5) 10/01/08
(6) Develop FY2011 Legislative Package	(6) IWD Leadership, IWD Board and stakeholders	(6) 08/01/09

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(7) Develop communications tools, white papers, handouts, etc. on legislative package.	(7) Director Buck, Deputy Director Walsh, Joe Mowers, Kerry Koonce	(7) 10/01/09
c. Hold annual customer focus groups.		
(8) Coordinate focus group layout	(8) Director Buck, Tony Dietsch, Lori Adams, Kerry Koonce, Regional Manager Chair	(8) 09/01/08
(9) Approve focus group layout and schedule.	(9) Director Buck	(9) 11/01/08
(10) Implement focus groups.	(10) Regional Managers	(10) CY 2009

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Goal 5

Lead: Marty Frederickson

Team: Chris Godfrey, Dave Neil, Steve Slater, John Gentzkow, Stan McElderry, Suzanne Hutton, Kelly Taylor

Successfully fund a comprehensive system of workforce development programs in a fiscally responsible manner to meet public demand.

Strategies	Actions	Person(s) Responsible	Due By
1. Secure sufficient resources to fulfill obligations.	a. Effectively educate the legislative and executive branches of state and federal government with real data.	a. Chris Godfrey	a. Ongoing
	b. Document need for services.	b. John Gentzkow	b. 1/1/2009
	c. Identify and secure new sources of revenue.	c. Steve Slater	c. 7/1/2009
	d. Identify and pursue partners to share in funding of IWD services.	d. John Gentzkow	d. 7/1/2009
	e. Provide accurate comparable data to demonstrate disparities when seeking to maximize funding.	e. Chris Godfrey	e. 10/1/2009
	f. Maximize federal funding allocations by presenting IWD needs in a clear and concise format, and most favorable light.	f. Marty Frederickson	f. 10/1/2009
	g. Determine the feasibility of IWD resuming the delivery of services previously provided but assumed by other organizations on a revenue generating basis.	g. Stan McElderry	g. 7/1/2009

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| h. Identify revenue sources received by other agencies for providing the same or similar services as IWD and pursue funding from those sources. | h. Suzanne Hutton | h. 7/1/2009 |
| i. Pursue funding provided other state agencies for assistance to employers for new businesses and expansion of existing businesses to fund job training and recruitment necessary to meet the employment needs of those businesses. | i. Kelly Taylor | i. 7/1/2009 |
| j. Develop a plan of action that will allow IWD to share in any revenue received by other state agencies as a result of incentives or performance bonuses that resulted in whole or in part from the performance of IWD staff. | j. Suzanne Hutton | j. 7/1/2009 |
| k. Create an environment that encourages employees to extend their responsibilities to assume all or part of the work associated with new and/or expanded revenue sources to maximize the financial benefit to the agency. | k. Steve Slater | k. 7/1/2009 |
| l. Add a revenue development position devoted to identifying, seeking and generating new revenue sources as well as maximizing existing sources. | l. Suzanne Hutton | l. 7/1/2009 |

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m. Review IWD receivables and develop and implement a strategy to collect all delinquent amounts.

m. M. Frederickson

m. 01/01/09

2. Expend resources as efficiently and effectively as possible.

a. Consistently strive to eliminate waste by means of lean production covering productivity, customer relations, process design, supplier networks, and office management

a. John Gentzkow

a. Ongoing

b. Embrace technological efficiencies

b. Chris Godfrey

b. Ongoing

c. Continual cost/benefit analysis

c. John Gentzkow

c. Ongoing

d. Monitor service delivery systems to maintain efficiency.

d. Steve Slater

d. Ongoing

e. Require appropriate management review of proposed budget expenditures prior to execution.

e. Marty Frederickson

e. 7/1/2008

f. Identify programs that are being subsidized and implement appropriate actions to make them self-sufficient.

f. Kelly Taylor

f. 7/1/2009

g. Establish policies and procedures that encourage and/or require more competitive acquisitions on unit purchases under \$50,000.

g. Suzanne Hutton

g. 1/1/2009

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3. Safeguard IWD assets through the application of well defined internal controls.	a. Maintenance of on-going regulatory functions.	a. Kelly Taylor	a. Ongoing
	b. Review of internal controls by State Auditor and the Feds	b. Marty Frederickson	b. 1/1/2009
	c. Maintain security over resources.	c. Kelly Taylor	c. Ongoing
	d. Review of financial processes by DAS.	d. Marty Frederickson	d. 1/1/2009
4. Promote review and revision of the agency's culture to align with available resources, current technology and state-of-the-art management principles.	a. Seek input from all IWD staff for cost saving, efficiency and effectiveness ideas as well as ideas for generation of additional revenue.	a. Chris Godfrey	a. 7/1/2009
	b. Provide training and consultation to top management regarding establishing an agency's operational culture.	b. Stan McElderry	b. 7/1/2009
	c. Educate the agency's management regarding the culture established by top management and provide guidance and assistance in implementing necessary revisions and changes to attain the desired culture.	c. Stan McElderry	c. 1/1/2010

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Communicating Our Guiding Statements

1. Employee Orientation
2. Back of business card
3. Web page
4. Brochures & marketing pieces

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SWOT Analysis

S trengths	W eaknesses	O pportunities	T hreats
<ol style="list-style-type: none"> 1. Staff: Dedicated, knowledgeable 2. Regional Delivery System – statewide 3. Comprehensive state workforce database 4. Agency Mission – easy to believe in 5. Multiple ways to obtain services 6. There is an on-going market for our services 7. Labor market/laborshed data is an advantage 8. UI Customers have to come to IWD 9. Comprehensive services – one-stop 10. Partnerships 11. NO COST services 12. Fair balance between business and labor 13. Diverse workforce internally 14. Viewed as a good place to work 	<ol style="list-style-type: none"> 1. State/Federal funding 2. Bench depth – aging staff and management 3. Communication – internal and external 4. Marketing / PR 5. Change / Innovation Adaptability 6. Data warehouse system 7. Technology – Automate 8. Clarity / Focus / Accountability on performance measures 9. Training resources – internal 10. External training resources 11. Culture of distrust 12. Seen as and working within government structure 13. Bureaucracies creating inefficiencies – not flat enough 14. Silo mentality 15. Visionary planning – Re-active 16. Stagnant – not change oriented 17. Agency engagement of RWIB and state boards 	<ol style="list-style-type: none"> 1. Focus on Workforce Development – Public/ Government/Business Interest – take the lead 2. Technology/Automation (electronic billing, UI automation, field data, scanning, online services) 3. Marketing / PR / Educate 4. Collaboration with partners 5. Expand on network 6. Engage network in common agenda 7. Hiring new staff – set direction 8. Re-educate current staff 9. Expand type and number of funding sources 10. Changing Iowa economy 11. Leveraging initial contact of UI to provide employment services 12. Skills shortage 13. Identify more customers 14. Business process improvements 15. Create a pipeline of services 16. Expand job market 	<ol style="list-style-type: none"> 1. Lack of Funding and proportion of state funding 2. Doing nothing – stagnation 3. Image / lack of marketing 4. Internal culture 5. Inefficient technology (internal & federal) 6. Privatization of employment services 7. Loss of expertise, staff 8. Costs associated with SLIP/retirement 9. Consolidation of IT groups 10. External culture of service providers – want more / pay less 11. Doing more with less 12. Iowa's slow growth 13. Downturn in economy 14. Closing rural offices

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	18. Inefficient/confusing regional structure	penetration	
	19. Premises issues	17. Statewide job bank	
	20. Federalism system - inefficient		

Critical Success Factors

1. Maintaining current funding level
2. Implementing technology advances
3. Job placement numbers
4. Increase use in self-services
5. Knowledgeable, expert staff at all times
6. Maintain and grow partnerships
7. Keep current and develop new customers
8. Customers using multiple services
9. Meet / exceed required federal and state standards and accountability
10. Legislative support for IWD
11. Recognized authority in workforce issues
12. Trained, skilled workforce that meets current/future needs